

Engineering Management
Field Project

**Nature's Keepers:
A Feasibility Study to Conduct an Annual
Adventure Camp in Various Locations**

By

Annette Meyerkord

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Tom Bowlin
Committee Chairperson

Herb Tuttle
Committee Member

Linda Miller
Committee Member

Date accepted: _____

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1 Introduction

The idea for this camp was generated to share our love for the outdoors and the desire to be a positive influence on today's youth. The interest in this potential venture has led to the following feasibility study.

The camp will be for eleven to sixteen year old children and will only occur once a year. This is based on age ranges of other camps while considering physical abilities, maturity, and interests of this age range. The program would allow boys and girls to explore the outdoors while challenging themselves through activities. Each trip would be held in the summer when most children are out of school. The camp is planned to be a ten day/nine night camp that will travel to a different location each year. Depending on the location and lodging conditions, the amount of participants allowed to be in the camp that year could vary. Only one camping trip would be planned per year, which would allow the owners or management to maintain current full-time positions in other professions.

The following study includes information for planning one trip that meets the conditions of the original idea in order to determine if the business venture is feasible and lucrative enough to pursue.

2 Campsite

After searching several potential locations for a camp, Mount Magazine State Park (MMSP) in Paris, Arkansas, was chosen for several reasons. Mount Magazine can accommodate several campers in one area as shown by the map in Appendix A. This allows the group leaders to easily pay attention to all of the campers and

accommodate any potential needs. Secondly, transportation is a large consideration since it is a high cost for the trip. Bus transit was chosen due its economic nature for transporting large groups. To reduce liabilities, a professional bus transit company was chosen. Bus costs begin to significantly increase as the drive lengthens due to excess costs associated with additional drivers and/or hotel accommodations; therefore, only locations within 10 hours driving distance were considered. Most importantly, a camp with a variety of activities would be the most interesting for all participants. Topography variation at Mount Magazine allows for different sceneries and fun activities. In addition, there are nearby private businesses that offer activities such as horseback riding to campers.

2.1 Site Details

Once MMSP was chosen for the campsite location, other variables were able to be decided to continue gathering information. There are 18 tent campsites at MMSP that can be reserved as early as one year in advance. A reasonable group leader to camper ratio of 1:4 for daily activities was determined by modeling after other camps, as shown in the Appendix B. Once the ratio was determined, sleeping arrangements were considered to determine the number of maximum participants. The group would occupy 16 of these campsites.

The program will include six groups determined by age range: 11-12 years old boys, 13-14 year old boys, 15-16 year old boys, 11-12 years old girls, 13-14 year old girls, 15-16 year old girls. Each group will be guided by two adults of the same gender. Every campsite will have two tents with two people. For every two campsites, there will be one tent with two leaders camping next to three tents with

two campers to each tent, as shown in Appendix C. These accommodations will allow for 48 student campers and 16 leaders.

2.2 *Transportation*

Transportation was evaluated on transporting 65 people (students, leaders, and a nurse). A quote was obtained from Sunset Tours, based out of Raytown, Missouri, for two 47 passenger buses to comfortably transport the students and related gear. The bus would be reserved to pick up the group in a park parking lot in Overland Park that would be somewhat centralized for Johnson County and easily accessed from the highways. The bus will travel 330 miles to Paris, Arkansas. Daily rates and lodging for one bus driver would be required since the daily activities will require the use of one bus. In addition, an average gratuity of 10% was added to the cost for transportation. See Section 7, Finances, for cost information.

3 Activities

Mount Magazine State Park offers a variety of terrains which enables numerous exciting activities. The activities chosen were based on being competitive with other similar camps while being able to remain in the park. Competitor's camp activities are shown in Appendix B.

3.1 *Camp's Activities*

Hiking: There are five separate hikes planned, which will explore different areas of the park

Trail Preservation: This is an opportunity to give back to nature. We will be grooming and cleaning the trails to help preserve and appreciate nature.

Biking: Mountain bikes will be rented by the park office. There are mountain biking trails plus paved areas to leisurely enjoy a ride.

Climbing: After a lesson of learning knots and commands, the group will perform basic top-rope climbing techniques, repelling, and belaying.

Swimming: One of the hikes leads to a refreshing lake where the group can enjoy an afternoon of relaxing and having fun in the water.

Horseback Riding: A local company provides horseback riding on trails in the park.

Campsite Games: A variety of games will be provided for just having fun around the campsite. Some games included will be cards, dice, washers, rope golf, and badminton.

Geocaching: An exciting adventure to find a treasure ‘hidden’ by a previous explorer. Global positioning coordinates are provided through some source (typically a website for Geocaching) to find a specific location. It’s traditional for the person/group to take the found token, but to leave something special for the next adventurer.

3.2 Logistics

Each day, two group leaders will guide a group through their adventures. Activity schedules and bus accommodations are shown in Appendices D and E. The activities were organized so that no more than two groups are doing the same activity so that all campers are not crowded in one location. The staff was assigned to certain tasks based on the strong skills of the individual. It was assumed that certain staff

members that are proficient at one activity would also be adequate at a related activity (e.g. A strong biker would also be a fairly strong hiker). Since the staff would be assigned a specific activity ‘expert’, the schedule utilized the assigned person for related tasks as much as reasonable, while assigning other unrelated activities for a variety. Additionally, the days off for the staff were considered when assigning activities.

Based on the following graphs, this trip would be ideal for June because of the best summer temperatures are the most moderate which helps keep everyone energized and hydrated. While June has a higher rainfall average than July or August, on average, it would not be enough to ruin trail or camping conditions.

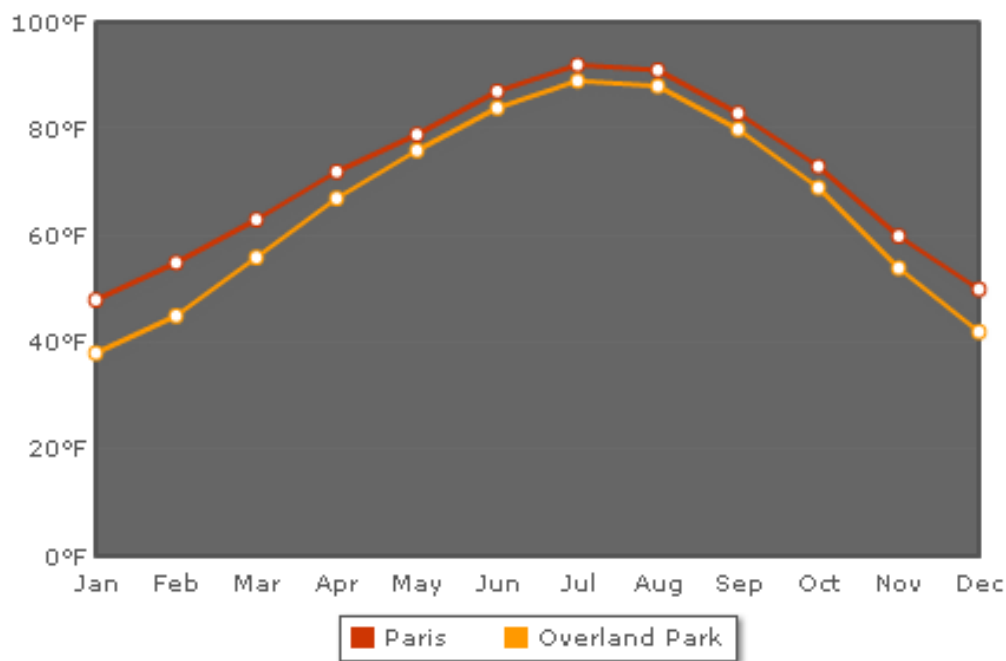


Figure 1: Average High Temperature (°F) Comparison⁹

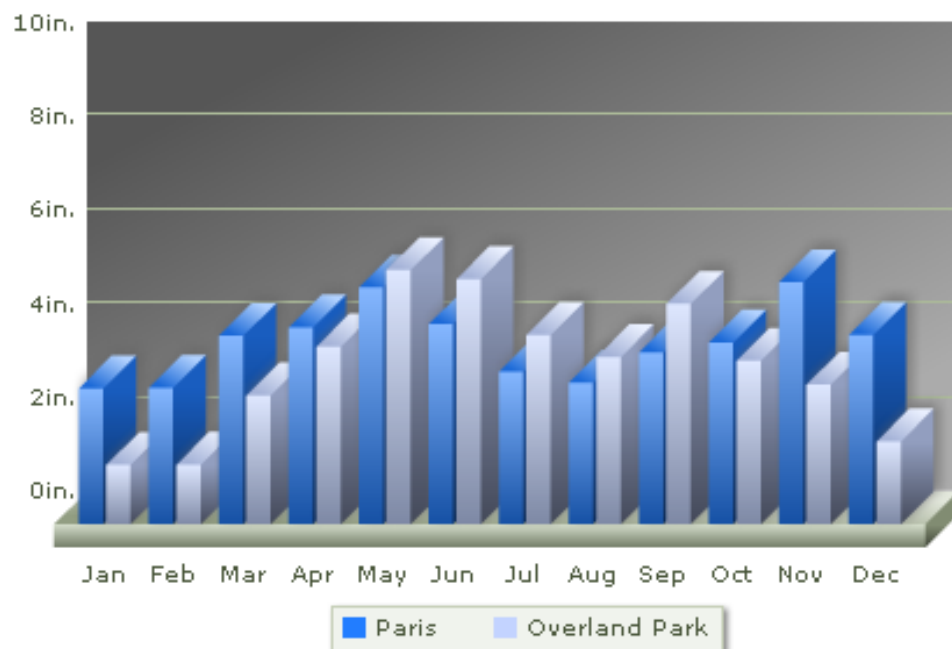


Figure 2: Average Rainfall (inches) Comparison⁹

3.3 Alternate Activities

The weather will be monitored beginning two weeks prior to the trip to plan alternative activities, if necessary. In the event of rain, alternate activities will be decided according to the current conditions. Lightning conditions are likely to cause all activities to be restricted to the campsites. If trails remain wet, biking may be restricted to established roads to help preserve trails; horseback riding or ATV tours may be cancelled. Lighter rain may still be favorable to continue activities such as hiking and trail preservation. In addition, if a steady rainfall is forecasted, cots would be considered each camper. Cots are approximately \$35/cot, totaling \$2240 which would remain a part of inventory.

The camp's activities and fun will be informally documented to capture each day with a camera. Each group will nominate a photographer or choose to rotate the

role. At the end of the trip, the camera will be submitted to the Camp Directors.

Upon completion, a camping patch will be given to each camper. Within two weeks of camp completion, a CD of pictures will be mailed to participant's residence.

4 Food Provisions

4.1 Menu

Dinner menus will be the same for each campsite. Breakfast and lunch menus will vary depending on the planned activity. The menus are shown in Appendix F. For each meal, one leader will join each campsite so that the meal will feed four people. The leader scheduled with a particular group will eat each meal with that group. All campers will help cook and clean-up every meal. At these campgrounds, it is imperative for everyone to abide by the food regulations which will be enforced by the Leaders. Mount Magazine is located in bear country and campers must follow guidelines to avoid dangerous situations.

While planning the menu, a variety of food groups were chosen. The meals on the trail were selected to be quick and easy with little or no clean-up. Any cooking gear (such as a mess kit) can be washed back at camp. During the last day's activity, Geocaching, the directors will pick-up food for the return trip to Overland Park. This will include getting fresh fruit for the morning and lunch for the bus.

4.2 Preparation

There are several preparations that are needed to be ready for the trip. To handle the many preparations, detailed instructions will be provided to hired help. If

hired help is needed for another trip, these instructions will be able to be easily modified for future trips. Appendix G contains the grocery list, while Appendix H contains the beginning of these instructions. When writing the instructions, considerations were given to using several dry ingredients and planning how to keep freshness for refrigerated items while understanding the limited space of each bear box and cooler.

Daily instructions will be provided for the Leaders to ensure that the food preparation for the day is not forgotten. Failure to follow instructions could result in eating some interesting meals, such as not fully hydrated beans, or eating late. The instructions will ensure that food is split proportionally for all campers, Leaders, and Leaders that are off-duty for the day. To deal with limited cooler space, the instructions would remind the Leaders that after breakfast the coolers need to be replenished with juice so that everyone has cold juice the next morning.

5 Organization

The Camp Directors will be my husband and me. The coordinators will hire the staff of group leaders, a nurse, and a food preparer. Background checks will be performed on everyone to ensure eligibility to work with children. The group leaders and nurse will be hired according to their experience levels and ability to work with children. Other desirable qualifications include moral decision-making, good sense of humor, enthusiastic, and works well with other team members.

5.1 Camp Leaders

Sixteen group leaders will be hired. Leaders will be scheduled to facilitate daily activities (See Appendix J) and be fairly athletic to perform the required duties. Leaders must have strong swimming skills. Leaders hired primarily for rock climbing must have experience with traditional rock climbing techniques and teaching. (Lead climbing is not necessary). Leaders must have the ability to comfortably participate in all activities and have experience educating children. Teachers will receive first consideration. Leaders must be CPR certified and First-Aid certified prior to attending the camp. If a leader is not certified, he/she will be sent to training at his/her expense which is approximately \$50 for each course²⁰.

Each leader will also have two free days. On their free days, they have the option of doing something either by himself/herself, with another leader, or joining one of the other groups. Leaders will not be permitted to obtain alternate transportation to leave authorized territory (areas outside of park boundaries, except for established trails).

5.2 Camp Nurse

A nurse will be hired to be available for immediate medical needs. He/she will be available at the campsite during the day and will remain on-call during the evening hours. The person hired must have a nursing certification or degree. The nurse may be tasked with activities that encourage and promote campsite safety.

5.3 Food Preparer

A food preparer will be hired to buy groceries and organize food according to the meal plan. This includes dividing food and performing any dehydration required. Experience in the food industry is required. The hired person must demonstrate the ability to act responsibly and allow inspection of area in which the food will be prepared. Delivery of packaged food items to the departure location completes the employment obligations.

6 Liabilities

The camp directors will travel separately to the destination. The vehicle used will provide convenient transportation for emergency purposes and unpredicted needs.

Parents will receive an informational packet immediately following registration. The packet will include general information about the camp, policies, and forms. Included in the packet will be information regarding bear safety since this territory is residence for black bears. Bear guidelines will be reiterated at the beginning and throughout the trip.

6.1 Forms

Campers must have medical consent and an insurance coverage (primary coverage, trip specific coverage, etc.) to attend camp. Waivers/permission will be needed to participate in the following activities:

- Water activities
- Horseback riding as required by tour facilitators

- ATV riding as required by tour facilitators
- Physical limitation of the child
- Food allergies of the child
- Bed wetting of the child
- Medicine and special diets for the child
- Psychological issues of the child
- Permission to treat common ailments as instructed by Camp Nurse
- Permission to admit child to local hospital in event of emergency

Participant applications will request emergency contact information and alternate emergency contact information. In the event that a child or staff member needs to be reached for an emergency, family can contact the director's cell phone or contact the campground office.

6.2 Policies

Apparel will be monitored. Inappropriate clothing will be required to be changed before leaving for camp to ensure safety and/or eliminate distractions. Parents will be encouraged to monitor their child's apparel since inappropriate apparel could result in missing activities. Dress guidelines will be included in the parent's informational packet. There are general policies that will be maintained through camp duration.

- Non-urgent calls or messages will *not* be delivered to participants or staff members, the calls will be addressed by the directors to remind the caller of the calling policy.
- No personal electronics. (e.g. cell phones, iPods)

- No attendee and staff member can be alone.
- Campers, including staff members, must be in separate gender-specific areas from 9:00 pm – 6:00 am.
- Parents are not permitted to participate in any trip accommodations (lodging, activities, transportation, etc.)
- No outside food permitted unless written consent is provided due to dietary needs. Special food exceptions must have food labeled with child's name.
Since the group will be camping in bear country, all food must be stored with the other food for safety.
- Belongings are subject to be searched.
- Wear appropriate clothing – length, proper fitting, safe gear (e.g. tennis/hiking shoes must be worn when participating in most activities)
- Limit toiletries. Since the group will be camping in bear country, these products must be stored with food for safety.
 - No cosmetics or perfume/cologne.
 - Shampoo must be in travel-size container, only one allowed.
 - Conditioner must be in travel-size container, only one allowed.
 - Hair products (gel, etc.) must be in travel-size container, only one allowed.
 - Lip balm is permissible.
 - Special needs will be accommodated with written consent.

- Students should bring a combination lock on their belongings (e.g. duffle bag). There will be a place on your submittal forms for the combination to be written, just in case it is forgotten.

7 Finances

7.1 Loan Options

As shown in Appendix K, initiating costs for the camp are significant to a single-source investor. To properly fund the operation, approximately \$26,000 working capital is needed. The loan methods that were found to be suitable are a Small Business Association (SBA) Loan for Women/Minorities, Traditional Small Business Association Loan, Collateral Loan, or a Personal Loan as shown in table below. A Personal Loan is not enough funding and therefore would not be used. The Traditional SBA Loan cannot be used because the business has no history. While both a Collateral Loan and a Women/Minorities SBA are feasible, the least risk to personal assets is Women/Minorities SBA Loan. Regardless which loan is selected, a well designed business plan should be created since the forethought of the project will hopefully encourage a successful business endeavor.

Loan Type	SBA, Women/Minorities	SBA, Traditional	Collateral	Personal
Requirement	15% liquidity of assets; Business Plan needed, higher rates	2 year history required	Home equity; Personal risk	Personal risk, ~\$15,000
Benefit			Tax deductible interest	

Table 1: Financing Options

7.2 Income

The financial statement can be found in Appendix L. Income will be generated from the camp registration costs. Cost per participant is \$1300. This cost was derived by using a daily cost for similar camps while considering lodging accommodations of tent camping when compared to dormitory-style lodging (See Appendix B). In addition, other camps have cafeteria-style food served instead of making their own meals.

7.3 Fixed Costs

7.3.1 Marketing

Marketing costs were based on one poster advertisement at each school in Johnson County, totaling 225 schools. The posters would have information leading to

a website that would have more information and include online registration. Each poster cost is approximately \$20, therefore totaling \$4500 costs. An additional \$500 was allocated towards marketing if an opportunity presented itself to be valuable.

7.3.2 Nurse wages

The Nurse's wages are the only staff wages that are considered to be independent of the group size. Considerations for the Nurse's wages are shown in Appendix M. As an alternative to staffing a nurse, the leaders can be sent to receive wilderness first aid training for approximately \$160 per person. The cost of training all leaders is approximately \$500 more than staffing a nurse; however, the benefit of more trained personnel may be beneficial.

7.3.3 Capital Equipment/Start-up Gear

The initial costs include items that would be used annually and be kept as inventory. Inventory costs were not accounted for since the storage would be held on private property until reinvesting into the business could be obtained. Items that were considered a one-time purchase are included in fixed costs. Fixed costs items are shown in Appendix N.

7.3.4 Insurance

Insurance for this type of camp is very specialized. Most companies that insure camps only insure camps that are in a specific location. The Maskin Group conservatively estimated \$1000 to insure medical and liabilities of the group assuming that each group member had another primary insurance company coverage policy.

7.4 Variable Costs

7.4.1 Transportation

Transportation costs are shown in Appendix P and Equipment and Activity Rental costs are shown in Appendix Q. The group accommodations will occupy 16 campsites for \$24 for nine nights totaling \$3,456 for the trip.

7.4.2 Staff Wages

The Camp Leader's wages have been grouped as being a variable cost, however, the number of participants would have to change in gender-specific groups and in multiples of four to change the numbers of Leaders. Considerations for Leader's wages are shown in Appendix M. The Food Preparer was also considered a variable cost since the amount of effort varies on the amount of food needed.

7.4.3 Groceries

June Fleming, the author of "The Well-fed Backpacker" where various menu recipes were chosen, estimated \$5 - \$9.50 per day per person. After selecting a variety of meals and costing each grocery item, the average cost per person per day is \$6.77. Appendix R contains the individual costs for all grocery items.

8 Conclusions/Further Research

Based on the information gathered, I believe that this camp would be able to provide a positive and fun learning environment for children. However, at this time, I have deemed the effort that would be required to organize this camp is considered too cumbersome for a marginal profit.

Additional research could be considered for smaller groups that may easier to manage with less staff, transportation, and accommodations. Limitations could be narrowed by age group or gender. Other options could include finding different camps that could use a 'recruiter' in which a smaller group of participants could be found to join a larger established camp and to help in the activities coordination or execution. The camps shown the appendices would be a starting point to learn more about the opportunities that could be possible. With more research and perhaps university support, other financing options may also be considered.

Although I have decided to not pursue this venture, I was able to learn from the research. I have since refocused my energy to volunteering with high school children to encourage advancement of learning math and science related subjects. This is a way for me to give back to the community while still allowing for my personal time and to successfully manage my career. In addition, I have decided that I would like to make a camping trip with my husband and possibly other friends to visit Mount Magazine State Park.

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39. Food and Beverage for Casino

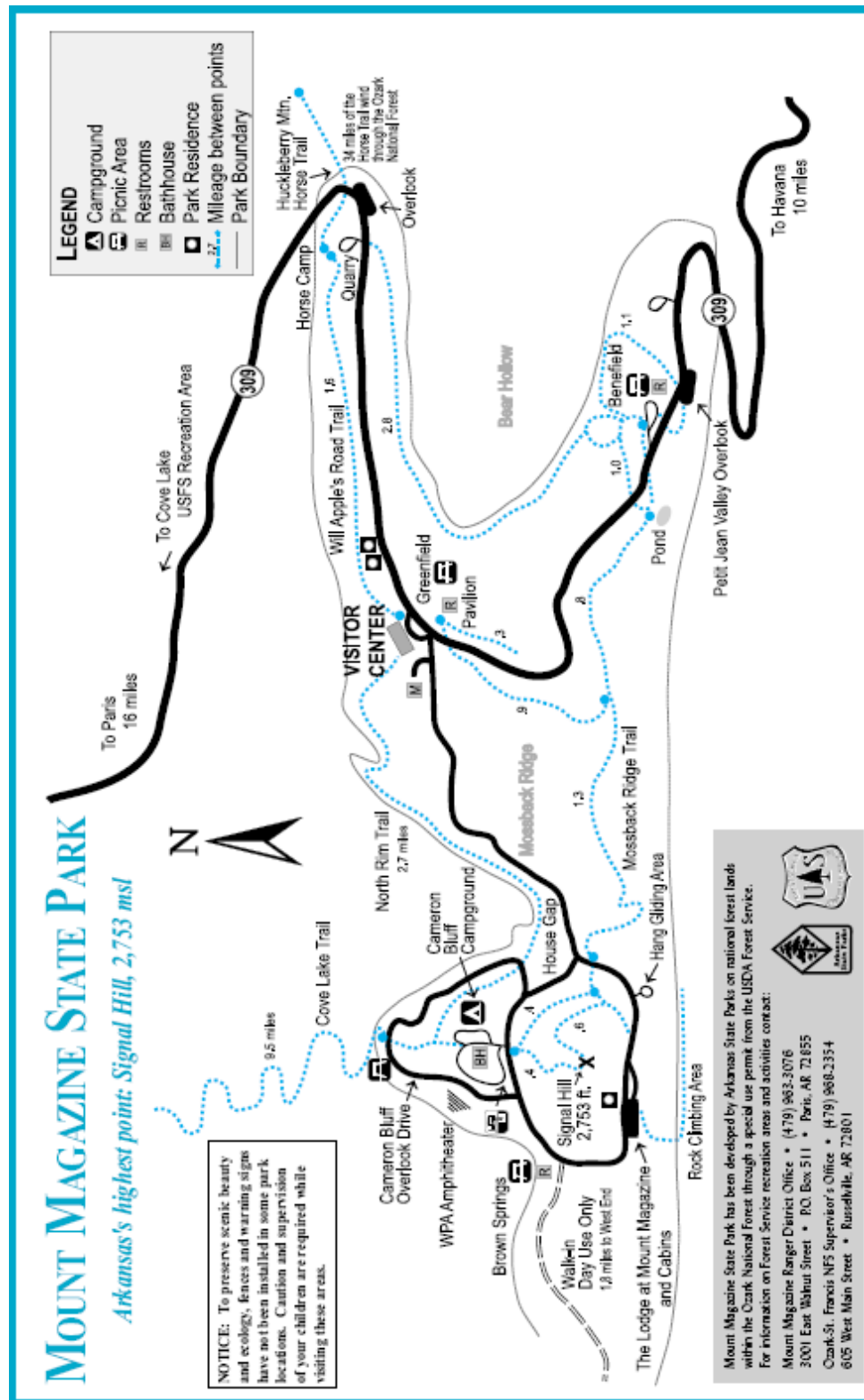
http://swz.salary.com/salarywizard/layoutscripts/swzl_salaryresults.asp?hdSearchByOption=1&hdLocationOption=0&hdKeyword=&hdJobCategory=HS01&hdZipCode=66062&hdStateMetro=81&hdGeoLocation=Olathe%2C+KS+66062&hdCurrentPage=2&hdViewAllRecords=0&hdSortBy=1&hdJobCode=HS08000109&hdJobTitle=Food+and+Beverage+Buyer++Casino&hdNarrowDesc=&rdbSearchByOption=1&keywords_all=Enter+keywords&clickwatchname=ib_hotjobs_salary_br_click.gif&ulm_input1=KS&salsource=swz_employer – Food Preparer Salary Comparison, October 23, 2007

40. Pantry Worker

http://swz.salary.com/salarywizard/layoutscripts/swzl_salaryresults.asp?hdSearchByOption=1&hdLocationOption=0&hdKeyword=&hdJobCategory=HS01&hdZipCode=66062&hdStateMetro=81&hdGeoLocation=Olathe%2C+KS+66062&hdCurrentPage=2&hdViewAllRecords=0&hdSortBy=1&hdJobCode=HS08000132&hdJobTitle=Pantry+Worker++Casino&hdNarrowDesc=&rdbSearchByOption=1&keywords_all=Enter+keywords&clickwatchname=ib_hotjobs_salary_br_click.gif&ulm_input1=KS&salsource=swz_employer – Food Preparer Salary Comparison, October 23, 2007

Appendix A – Mount Magazine State Park

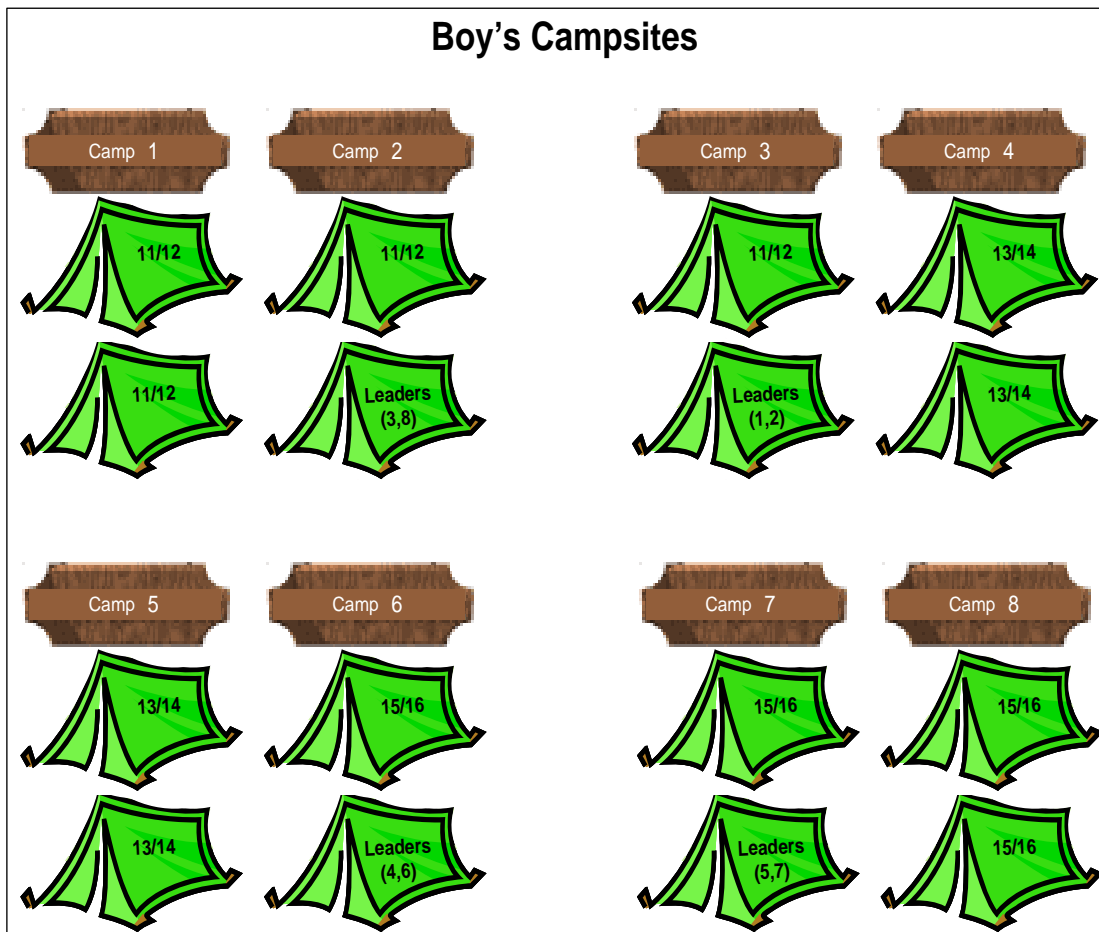
<http://www.mountmagazinestatepark.com/lodge-cabin-rest/MTMAGAZN-06.pdf>



Appendix B – Camp Comparisons

Camp	1	2	3	4	5	6	7	8
	Proposal	Ozark	Kanakuk	Kanakuk	Sanborn	Wilderness	Birchwood	Alpine
Location	Arkansas	Arkansas	Missouri	Missouri	Colorado	Wyoming	Minnesota	Alabama
Gender	Coed	Coed	Coed	Coed	Coed	Coed	Girls	Boys
Ages	11-16	7-17	7-13	12-14	7 - 10	13 - 17	7 - 13	6 - 10
Student:Staff Ratio	1:4	N/A	N/A	N/A	N/A	1:5	N/A	N/A
Duration	10	14	13	13	15	22	14	10
Price	\$1,200	\$2,095	\$1,675	\$1,675	\$1,900	\$3,790	\$2,350	\$1,850
Per Day Price	\$120	\$150	\$129	\$129	\$127	\$172	\$168	\$185
Archery/Riflery		X			X		X	X
Campfire Cooking	X				X		X	
Canoeing/Kayaking			X	X	X	X	X	X
Crafts	X			X	X		X	X
Drama/Theatre/Dance			X	X	X		X	
Fishing		X			X		X	X
Horseback Riding	X	X			X			X
Mountain Biking	X	X		X	X		X	X
Orienteering/Geocaching	X	X					X	
Rock Climbing/scrambling	X	X	X		X	X		
Ropes courses/Zip line		X	X		X			
Sailing			X	X			X	
Swimming	X		X	X	X		X	X
Team Sports	X		X	X	X			X
Wake-boarding, skiing, tubing			X	X			X	
Wilderness/Hiking	X	X			X	X	X	X
Windsurfing					X		X	
Cave Exploration					X			
Whitewater Rafting						X		
Backpacking					X	X		

Appendix C – Campsite Arrangement



Girl's Campsites



Appendix D – Approximate Daily Time Schedule

20-Jun	Friday	11:00 AM Travel 12:30 PM Lunch 5:00 PM Arrive 6:00 PM Set-up Camp 7:00 PM Cook 8:00 PM Eat 9:00 PM Clean-up 10:00 PM Lights Out
21-Jun THRU 28-Jun	Saturday Saturday	6:30 AM Wake-up 7:00 AM Cook 7:45 AM Eat 8:15 AM Clean-up 9:00 AM ACTIVITY A 12:00 PM Cook 12:30 PM Eat 1:00 PM Clean-up 1:30 PM ACTIVITY B 7:00 PM Cook 7:45 PM Eat 8:15 PM Clean-up 8:45 PM ACTIVITY C 10:00 AM Lights Out
29-Jun	Sunday	7:00 AM Close-up Camp 9:00 AM Travel 12:30 PM Lunch 3:00 PM Arrive/Parent Pick-up 3:30 PM Bus Empty

Appendix E – Activity Schedule for Individual Groups

		Boys			Girls		
		11/12	13/14	15/16	11/12	13/14	15/16
21-Jun Saturday	A	Trail Preservation	Hike 4	Hike	Climb	Horseback Riding	Hike 3
	B	Bike	5	Hike 2	Choose Activity	Campsite Games	Swim, R&R
	C	Intro Geocaching	Intro Geocaching	Intro Geocaching	Intro Geocaching	Intro Geocaching	Intro Geocaching
22-Jun Sunday	A	Horseback Riding	Hike 1, Frisbee	Hike 3	Trail Preservation	Hike 4	Bike
	B	Campsite Games	Hike 1	Swim, R&R	Bike	5	Hike 2
	C	Astronomy	Campfire Activity	Campfire Activity	Astronomy	Campfire Activity	Campfire Activity
23-Jun Monday	A	Hike 3	Trail Preservation	Hike 4	Horseback Riding	Climb	Hike 1, Frisbee
	B	Swim, R&R	Bike	5	Campsite Games	Choose Activity	Hike 1
	C	Campfire Activity	Astronomy	Campfire Activity	Campfire Activity	Astronomy	Campfire Activity
24-Jun Tuesday	A	Bike	Climb	Horseback Riding	Hike 3	Trail Preservation	Hike 4
	B	Hike 2	Choose Activity	Campsite Games	Swim, R&R	Bike	5
	C	Campfire Activity	Campfire Activity	Astronomy	Campfire Activity	Campfire Activity	Astronomy
25-Jun Wednesday	A	Hike 4	Hike	Trail Preservation	Bike	Hike 3	Climb
	B	5	Campsite Games	Bike	Hike 2	Swim, R&R	Choose Activity
	C	Campfire Activity	Campfire Activity	Campfire Activity	Campfire Activity	Campfire Activity	Campfire Activity
26-Jun Thursday	A	Climb	Bike	Hike 1, Frisbee	Hike 4	Hike 1, Frisbee	Trail Preservation
	B	Choose Activity	Hike 2	Hike 1	5	Hike 1	Bike
	C	Create legacy	Create legacy	Create legacy	Create legacy	Create legacy	Create legacy
27-Jun Friday	A	Hike 1, Frisbee	Hike 3	Climb	Hike 1, Frisbee	Bike	Horseback Riding
	B	Hike 1	Swim, R&R	Choose Activity	Hike 1	Hike 2	Campsite Games
	C	Create legacy	Create legacy	Create legacy	Create legacy	Create legacy	Create legacy
28-Jun Saturday	A	Geocaching	Geocaching	Geocaching	Geocaching	Geocaching	Geocaching
	B						
	C	Celebration	Celebration	Celebration	Celebration	Celebration	Celebration

Red activities indicate the need for transportation:

- Before Activity A, bus takes a group from Campsite to Huckleberry Mountain Horse Trail Head for Horseback Riding
- Before lunch, bus takes group from Huckleberry Mountain Horse Trail Head from Horseback Riding to Campsite Games
- After lunch, bus takes a group from Trail Preservation to Huckleberry Mountain Horse Trail Head for Mountain Biking.
- After Activity B, bus takes a group from Cove Lake back to Campsite.

Hikes

Hike 1 - Signal Hill & Mossback Ridge to Petit Jean Valley Overlook

Hike 2 - North Rim & Will Apple's to Quarry

Hike 3 - Cove Lake

Hike 4 - Road to Mossback to Bear Hollow to Overlook

Hike 5 - Overlook to Will Apple's to Road

<u>Trail</u>	<u>Miles</u>	<u>Hours</u>	<u>Difficulty</u>
Bear Hollow	2.8	3	Moderate
Benefield Loop	2.0	2	Easy
Cove Lake	9.7	5	Moderate to Hard
Greenfield	0.9	1	Moderate
Huckleberry Mountain Horse	34.0		Moderate to Hard
Mossback Ridge	2.1	2	Moderate
North Rim	2.2	3	Moderate to Hard
Signal Hill	1.5	2	Moderate
Will Apple Road	1.6	2	Easy

Appendix F – Menu

Breakfast & Lunch

Friday

Lunch – Hoagie, Apple, String Cheese, Milk

Snack - Gorp

Activity – Trail Preservation/Bike

Breakfast – Blueberry Pancakes, Banana, Juice

Lunch – Nachos, Fruit Roll-up, Water

Snacks – Gorp, Nutri-Grain Bar

Activity – Horseback Riding/Campsite Games

Breakfast – Granola Bar, Orange, Juice

Lunch – Dog Food Soup, Bread, Water

Snacks – Animal Crackers, Jerky

Activity – Hike 3/Swim,R&R

Breakfast – Potato Pancakes, Apple, Juice

Lunch – No Bake Pizza, Sausage & Cheese, Water

Snacks – Jerky, Pretzels

Activity – Bike/Hike 2

Breakfast – Oatmeal, Banana, Yogurt, Juice

Lunch – PB&J, Hudson Bay Bread, Water

Snacks – Nutri-Grain Bar, Animal Crackers

Activity – Hike 4/Hike 5

Breakfast – Breakfast Burritos, Orange, Juice

Lunch – BMCS (Bagel, Meat, and Cheese Sandwich), Celery & PB, Water

Snacks – Granola Bar, Jerky

Activity – Climb/Choose Activity

Breakfast – Caramel Rolls, Apple, Juice

Lunch – Valley Chicken & Rice, Applesauce, Water

Snacks – Pretzels, Gorp

Activity – Hike 1, Frisbee/Hike 1

Breakfast – Apple Bancok, Banana, Juice

Lunch – Tuna & Crackers, Fruit Roll-up, Water

Snacks – Animal Crackers, Granola Bar

Saturday

Breakfast – Eggs in a Nest, Orange, Juice

Lunch – Bean Soup, Sausage & Cheese, Water

Snacks – Pretzels, Nutri-Grain Bar

Sunday

Breakfast – Pop Tarts, Strawberries, Juice

Lunch – Hoagie, Apple, Milk

Dinner

Nightly snacks include S'mores and Popcorn

Friday – Beef Stew, Bread, Kool-Aid

Saturday – Celebration Dinner, Applesauce, Chocolate Milk

Sunday – Hobo Meal, Pineapple, Pine Needle Tea

Monday – Tamale Pie, Beans, Kool-Aid

Tuesday – Spaghetti, Bread, Tea

Wednesday – Backpacker's Potluck, Crunchy Breadsticks, Vasquez Tea

Thursday – Chili, Crackers, Kool-Aid

Friday – Tortellini, Bread, Chocolate Milk

Saturday – Sundown Sausage Delight, Chocolate Pie, Milk Shake

Appendix G – Grocery List

<u>Aisle</u>	<u>Item</u>	<u>Total Qty</u>	<u>Units</u>	<u># of Item</u>
	Powdered Eggs	48.0	cup	4
	Powered Egg Whites	32.0	Tbs	3
Baking	Baking Powder	24.0	tsp	1
Baking	Baking Soda	12.0	tsp	1
Baking	Brown Sugar	8.0	cup	2
Baking	Chocolate Sprinkles	16.0	Tbs	1
Baking	Chopped Almonds	5.3	cup	3
Baking	Chopped Pecans	8.0	cup	4
Baking	Cocoa Powder	192.0	Tbs	3
Baking	Cornstarch	16.0	tsp	1
Baking	Flour	40.0	cup	3
Baking	Granulated Sugar	16.5	cup	1
Baking	Jell-O Pudding, Instant	96.0	oz	16
Baking	Jiffy Corn Muffin Mix	272.0	oz	32
Baking	Marshmallows	1536.0	ea	35
Baking	Oil	144.0	tsp	1
Baking	Olive Oil	8.0	cup	4
Baking	Powdered Buttermilk	27.2	cup	3
Baking	Powdered Milk	41.3	cup	4
Baking	Stone-ground Yellow Cornmeal	8.0	cup	1
Bread	Bread	448.0	ea	19
Bread	Breadsticks, Hard	128.0	ea	15
Bread	Onion Bagels, Split	64.0	ea	11
Breakfast	Bisquick/Jiffy Btrmlk Biscuit Mix	64.0	cup	3
Breakfast	Oatmeal	64.0	pkg	7
Breakfast	Pancake Syrup	384.0	oz	16
Breakfast	Rolled Oats	12.0	cup	1
Candy	Chocolate	48.0	bars	8
Canned	Applesauce	32.0	cup	6
Canned	Applesauce	64.0	ea	11
Canned	Beans, canned	16.0	can	16
Canned	Beef Stew	64.0	srv	32
Canned	Canned Chicken	480.0	oz	96
Canned	Chili Beans, canned	32.0	can	32
Canned	Pineapple, canned	64.0	srv	16
Canned	Tuna	32.0	can	32
Cheese	Cheese	21.3	lb	11

<u>Aisle</u>	<u>Item</u>	<u>Total Qty</u>	<u>Units</u>	<u># of Item</u>
Cheese	Cheese	35.2	cup	9
Cheese	Cheese, small square slices	768.0	ea	16
Cheese	Parmesan Cheese	1728.0	Tbs	29
Cheese	Sausage	128.0	srv	16
Cheese	Sausage	128.0	oz	6
Cheese	Sharp Cheddar Cheese	64.0	slice	6
Cheese	Smoked Ham, Slice	64.0	slice	6
Cheese	String Cheese	64.0	ea	6
Chips	Chips	6.4	bag	7
Chips	Gorp	32.0	cup	6
Chips	Peanuts	1.0	cup	1
Chips	Pretzels	64.0	srv	4
Chips	Raisins	1.0	cup	1
Dairy	Butter	160.0	Tbs	5
Dairy	Egg	64.0	ea	6
Dairy	Juice	512.0	ea	52
Dairy	Margarine/Oil	133.3	Tbs	5
Dairy	Milk	128.0	ea	128
Dairy	Yogurt	64.0	ea	64
Deli	Hoagie	128.0	ea	64
Dressing	Bacos	8.0	cup	8
Drinks	Kool-Aid	2304.0	oz	9
Drinks	Lemonade mix	0.7	cup	1
Drinks	Nestea with sugar	0.7	cup	1
Drinks	Tang	2.8	cup	2
Drinks	Tea	768.0	oz	1
Frozen	Dried Tortellini	256.0	oz	13
Frozen	Frozen Carrots	256.0	oz	16
Frozen	Frozen Corn	32.0	cup	4
Frozen	Frozen Mixed Berries	682.7	oz	43
Frozen	Frozen Mixed Vege	32.0	oz	1
Frozen	Frozen Peas	128.0	cup	64
Frozen	FrznVeges (lima,corn,crts,peas,gb)	512.0	oz	32
Frozen	Sliced Green Beans	160.0	oz	10
Fruit	Apple	256.0	ea	256
Fruit	Banana	192.0	ea	192

<u>Aisle</u>	<u>Item</u>	<u>Total Qty</u>	<u>Units</u>	<u># of Item</u>
Fruit	Bell Pepper	74.7	ea	75
Fruit	Carrots	64.0	ea	10
Fruit	Celery	128.0	stk	19
Fruit	Dried Onion	64.0	oz	4
Fruit	Fresh Mushrooms	384.0	oz	24
Fruit	Onions	35.2	lb	3
Fruit	Orange	128.0	ea	128
Fruit	Potato	64.0	ea	5
Fruit	Roma Tomatoes	27.2	lb	28
Fruit	Strawberries	384.0	ea	20
Health	Couscous	8.0	cup	4
Health	Dehydrated Apple	4.0	cup	6
Health	Dried Banana Chips	42.7	cup	57
Health	Jerky	192.0	srv	24
Health	Pitas	128.0	ea	11
Health	Sun-dried Tomatoes	288.0	ea	18
Health	TVP (Textured Vege Protein)	24.0	cup	12
Health	Vege-Sal	6.4	Tbs	1
Meat	Ground Beef	48.0	lb	48
Mexican	Taco Seasoning	32.0	pkg	32
Mexican	Tortilla	128.0	ea	7
Pasta	Ragu Pizza Sauce	320.0	oz	23
Pasta	Brown Rice, Instant	176.0	cup	40
Pasta	Macaroni Noodles	192.0	oz	6
Pasta	Potato Pearls	32.0	cup	3
Pasta	Ramen Noodle	32.0	pkg	32
Pasta	Spaghetti	192.0	oz	4
Pasta	Spaghetti Sauce	896.0	oz	14
Snack	Animal Crackers	16.0	bag	16
Snack	Blueberries, Dried	8.0	cup	11
Snack	Fruit Newtons (Nutri-Grain)	1152.0	ea	144
Snack	Fruit Roll-up	128.0	ea	13
Snack	Graham Crackers	832.0	ea	32
Snack	Granola Bar	192.0	ea	11
snack	Oreos	128.0	ea	3
Snack	Oyster Crackers	64.0	srv	4

<u>Aisle</u>	<u>Item</u>	<u>Total Qty</u>	<u>Units</u>	<u># of Item</u>
snack	Popcorn	16.0	jar	16
Snack	PopTarts	128.0	ea	11
snack	Wheat Thins	1152.0	ea	5
Soup	Bean and Barley Mix	16.0	lb	8
Soup	Broth Packets	64.0	pkg	32
Soup	Chicken Boullon Cubes	64.0	ea	3
Soup	Dried Onion Soup Mix	32.0	pkg	16
Soup	Knorr Tomato/Basil Soup Mix	32.0	pkg	16
Soup	Lipton Beefy Onion Soup Mix	32.0	ea	16
Soup	Ramen Season Packets	32.0	pkg	32
Soup	Schilling Pesto Sauce Mix	16.0	oz	8
Soup	Vege Bullion Cube	32.0	ea	2
Spice	Bay Leaves	64.0	ea	4
Spice	Chili Powder	56.0	tsp	4
Spice	Oregano	24.0	tsp	2
Spice	Thyme	16.0	tsp	3
Spice	Garlic Powder	163.2	tsp	11
Spice	Cayenne	2.0	tsp	1
Spice	Cinnamon	9.2	tsp	1
Spice	Cloves	0.7	tsp	1
Spice	Cumin	8.0	tsp	1
Spice	Instant Minced Garlic	16.0	tsp	1
Spice	Paprika	48.0	tsp	3
Spice	Pepper	40.0	tsp	1
Spice	Salt	32.0	tsp	1
Spice	Tumeric	4.0	tsp	1
Spreads	Honey	1.3	cup	1
Spreads	Jelly, Grape	128.0	Tbs	8
Spreads	Mayo, packets	128.0	pkt	3
Spreads	Peanut Butter	256.0	Tbs	2

Appendix H – Food Preparation Instructions (Started)

Reference to all baggies is intended to mean zip-locked baggies. Fold-over baggies are not acceptable.

Create box for each group

Label boxes:

Camp 1 – Girls	Camp 1 – Boys
Camp 2 – Girls	Camp 2 – Boys
Camp 3 – Girls	Camp 3 – Boys
Camp 4 – Girls	Camp 4 – Boys
Camp 5 – Girls	Camp 5 – Boys
Camp 6 – Girls	Camp 6 – Boys
Camp 7 – Girls	Camp 7 – Boys
Camp 8 – Girls	Camp 8 – Boys

Coolers will have the following, maximum

Cheese	3 blocks Cheese
Cheese	3 bags Cheese
Cheese, small square slices	2 bags of sliced Cheese
Sharp Cheddar Cheese	1 bag of sliced Cheese
Smoked Ham, Slice	1 pkg Sliced Ham
String Cheese	1 pkg String Cheese
Egg	1 dozen eggs
Juice	8 juices
Margarine/Oil	2 sticks margarine
Yogurt	8 yogurts
Ground Beef	6 lbs beef
Jelly, Grape	1 small jar jelly

Camps 1, 2, 5, 6, 7, and 8 will contain the following:

- 1 package Blueberry Pancakes (TP/Bike)
- 1 container Syrup
- 1 jar jelly
- 1 jar peanut butter
- 2 cans Beef Stew
- 1 package Beef Stew Sides
- 1 package Nachos (TP/Bike, 3 servings)
- 1 package Nachos (TP/Bike, 2 servings)
- 1 package TP/Bike Snacks (TP/Bike)

Camps 4 will contain:

150 juices
2 cans Beef Stew
1 package Beef Stew Sides

Camp 3 – Girls will contain:

148 juices
2 cans Beef Stew
1 package Beef Stew Sides

Camp 3 – Boys will contain:

2 cans Beef Stew
1 package Beef Stew Sides
1 package Blueberry Pancakes (Leader's Breakfast)
1 container Syrup
1 jar jelly
1 jar peanut butter
2 packages Nachos (Leader's Lunch)
1 package TP/Bike Snacks (Leader's Snack)

Beef Stew

Package into large baggie
Make 16 Packages
8 slices of bread
4 servings of Kool-Aid mix in baggie
Instructions
Label with the following:
First Friday Dinner
Beef Stew Sides
Servings: 4

Kool-Aid Instructions:

Pour 1/4 of mixture into glass. Add 1 cup water.

Blueberry Pancakes

Make 16 Batches

1 cup flour	3/4 tsp baking soda
1/2 cup cornmeal	1/2 tsp cinnamon
3 Tbs powdered buttermilk	1/2 tsp salt
2 Tbs powdered egg whites	1/2 cup dried blueberries
1-1/2 Tbs sugar	1/3 finely chopped almonds
1-1/2 tsp baking powder	

In a large bowl, combine above ingredients. Divide equally into four (4) sealable baggies.

Package into large baggie

Make 12 Packages

5 baggies of pancake mix

Plastic container with 6-1/4 tsp oil

Instructions

Label with the following:

Activity: TP/Bike

Blueberry Pancakes

Servings: 5

Make 1 Package

4 baggies of pancake mix

Plastic container with 5 tsp oil

Instructions

Label with the following:

Leader's Breakfast

Blueberry Pancakes

Servings: 4

Blueberry Pancakes Instructions:

Pour 1/4 cup water and 1/4 teaspoon oil directly into one bag of mix and knead well.

Let stand 15 minutes. Grease skillet with 1 teaspoon oil and place over medium heat.

Cook until one side is light brown and flip until other side is browned. Serve with syrup, jam, or peanut butter.

Nachos

Package into large baggie

Make 6 Packages

3 baggies of tortilla chips, hand-full

3 baggies of 1/3 cup shredded cheese

1 can chicken, write on top: Share with group

Label with the following:

Activity: TP/Bike

Nachos

Servings: 3

Make 6 Packages

2 baggies of tortilla chips, hand-full

2 baggies of 1/3 cup shredded cheese

1 can chicken, write on top: Share with group

Plastic container with 5 tsp oil

Label with the following:

Activity: TP/Bike

Nachos

Servings: 2

Make 2 Packages

2 baggies of tortilla chips, hand-full

2 baggies of 1/3 cup shredded cheese

1 cans chicken

Plastic container with 2 tsp oil

2 Fruit Roll-ups

Label with the following:

Leader's Lunch

Nachos

Servings: 2

TP/Bike Snacks

Package into large baggie

Make 12 Packages

5 Nutri-Grain bars

1-1/4 cup Gorp

5 Fruit Roll-ups

Label with the following:

Activity: TP/Bike

Snacks

Servings: 5

Make 1 Package

4 Nutri-Grain bars

1 cup Gorp

Label with the following:

Leader's Snacks

Servings: 4

Appendix J – Staff Assignments

Boys							
	11/12	Staff	13/14	Staff	15/16	Staff	Staff Day Off
21-Jun	Trail Preservation Bike	4	Hike 4	3	Bike	7	5
		2	Hike 5	8	Hike 2	1	6
22-Jun	Horseback Riding Campsite Games	1	Hike 1, Frisbee	6	Hike 3	3	2
		7	Hike 1	4	Swim, R&R, Bus	5	8
23-Jun	Hike 3 Swim, R&R, Bus	1	Trail Preservation	4	Hike 4	3	1
		8	Bike	2	Hike 5	7	7
24-Jun	Bike Hike 2	6	Climb	5	Horseback Riding	1	4
		8	Choose activity	2	Campsite Games	7	3
25-Jun	Hike 4 Hike 5	3	Horseback Riding	1	Trail Preservation	4	5
		8	Campsite Games	7	Bike	2	6
26-Jun	Climb Choose activity	5	Bike	6	Hike 1, Frisbee	1	2
		3	Hike 2	7	Hike 1	4	8
27-Jun	Hike 1, Frisbee Hike 1	3	Hike 3	4	Climb	5	1
		8	Swim, R&R, Bus	2	Choose activity	6	7
28-Jun	Geocaching	2	Geocaching	1	Geocaching	6	4
		5		8		7	3

Girls							
	11/12	Staff	13/14	Staff	15/16	Staff	Staff Day Off
21-Jun	Climb Choose activity	5	Horseback Riding	1	Hike 3	6	2
		4	Campsite Games	7	Swim, R&R, Bus	3	8
22-Jun	Trail Preservation Bike	4	Hike 4	3	Bike	5	1
		2	Hike 5	6	Hike 2	8	7
23-Jun	Horseback Riding Campsite Games	1	Climb	5	Hike 1, Frisbee	6	4
		7	Choose activity	2	Hike 1	8	3
24-Jun	Hike 3 Swim, R&R, Bus	1	Trail Preservation	4	Hike 4	3	5
		8	Bike	2	Hike 5	7	6
25-Jun	Bike Hike 2	3	Hike 3	6	Climb	5	2
		7	Swim, R&R, Bus	1	Choose activity	4	8
26-Jun	Hike 4 Hike 5	3	Hike 1, Frisbee	5	Trail Preservation	4	1
		8	Hike 1	6	Bike	2	7
27-Jun	Hike 1, Frisbee Hike 1	2	Bike	5	Horseback Riding	1	4
		8	Hike 2	6	Campsite Games	7	3
28-Jun	Geocaching	7	Geocaching	3	Geocaching	1	5
		8		4		2	6

Primary Assignment

- 1 Horseback
- 2 Biking
- 3 Hiking
- 4 Wilderness
- 5 Climbing
- 6 Astronomy
- 7 Camp Games
- 8 Cooking
- 9 Cannot switch schedule

Appendix K – Initial Costs/Loan Amount

Fixed Costs

Insurance	\$ 1,000	Immediate Costs (with Loan)	\$ 1,000
Staff, Nurse	\$ 1,950		
Equipment Purchase, One Time	\$ 5,793	\$ 5,793	
Marketing	\$ 5,000	\$ 5,000	
TOTAL	<u>\$ (13,743)</u>		

Variable Cost per Unit

Staff, Camp Leaders	\$ 11,900		
Staff, Leaders/Climbers	\$ 1,800		
Staff, Food Preparer	\$ 900	\$ 900	
Transportation	\$ 14,995	\$ 3,749	25% deposit assumed from busrates.com
Lodging	\$ 3,456	\$ 3,456	
Groceries	\$ 4,331	\$ 3,465	80% of food can be purchased far in advance
Equipment Rental	\$ 2,525	\$ 2,525	
TOTAL	<u>\$ (39,908)</u>		
TOTAL	<u>\$ (53,651)</u>	\$ (25,888)	

Appendix L – Financial Statement

Given	
Rate of return	15%
No. of participants	48
Cost/unit	\$ 1,300
Fixed Costs	\$ 13,743
Capital Eqt/Start-up Gear	\$ 5,793
Marketing	\$ 5,000
Staff (Nurse)	\$ 1,950
Insurance	\$ 1,000
Variable Costs	\$ 41,383
Transportation	\$ 14,995
Rental Costs	\$ 2,525
Purchase Costs	\$ 1,476
Accommodations	\$ 3,456
Staff	\$ 14,600
Food	\$ 4,331

Year	0	1	2	3	4	5
Sales		48	48	48	48	48
Price per unit		\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
Variable cost/unit		\$ 862				
Financial Statements						
Sales		\$ 62,400	\$ 62,400	\$ 62,400	\$ 62,400	\$ 62,400
Variable Costs		\$ 41,383	\$ 41,383	\$ 41,383	\$ 41,383	\$ 41,383
Depreciation of eqt		\$ 1,159	\$ 1,159	\$ 1,159	\$ 1,159	\$ 1,159
EBIT		\$ 19,858	\$ 19,858	\$ 19,858	\$ 19,858	\$ 19,858
Year	0	1	2	3	4	5
Operating Cash Flow						
EBIT		\$ 19,858	\$ 19,858	\$ 19,858	\$ 19,858	\$ 19,858
Depreciation		\$ 1,159	\$ 1,159	\$ 1,159	\$ 1,159	\$ 1,159
OCF		\$ 21,017	\$ 21,017	\$ 21,017	\$ 21,017	\$ 21,017
Net Working Capital						
Initial NWC	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Increases in NWC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NWC recovery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Changes in NWC	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Spending						
Facility Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Manufacturing Cost	\$ (5,793)	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing Cost	\$ (13,743)	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Salvage value	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mfg eqpt salvage value	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ (19,537)	\$ -	\$ -	\$ -	\$ -	\$ -
Cash Flows						
OCF	\$ -	\$ 21,017	\$ 21,017	\$ 21,017	\$ 21,017	\$ 21,017
Changes in NWC	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Spending	\$ (19,537)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Proj Cash Flow	\$ (49,537)	\$ 21,017	\$ 21,017	\$ 21,017	\$ 21,017	\$ 21,017
Cumulative Cash Flow	\$ (49,537)	\$ (28,520)	\$ (7,504)	\$ 13,513	\$ 34,530	\$ 55,546
DCF (15%)	\$ (49,537)	\$ 18,275	\$ 15,892	\$ 13,819	\$ 12,016	\$ 10,449
NPV	\$ 20,914					
IRR	31.73%					
Payback period (years)	2.36					

Appendix M – Wage Comparisons and Decisions

	Avg/1.5			
Leaders	weeks	25%-ile	75 %-ile	Extras
High School Teacher	\$ 1,407.16	\$ 1,133.68	\$ 1,680.63	Benefits
Indiana U Camp	\$ 300.00			Living, Travel
Ascent Wilderness Program, professional	\$ 862.50			Benefits
Ascent Wilderness Program, assistant	\$ 604.13	\$ 562.50	\$ 645.75	
Sanborn, Counselor	\$ 262.50			Living
Sanborn, Wrangler	\$ 300.00			Living
AVG	\$ 622.71			
DECIDED WAGE	\$ 800.00			Living, Travel
Background Check	\$ 50.00			
# of Leaders	14			
Leader Salaries	\$ 11,900.00			
Climbing Leaders				
High School Teacher	\$ 1,407.16	\$ 1,133.68	\$ 1,680.63	Benefits
Indiana U Camp	\$ 300.00			Living, Travel
Ascent Wilderness Program, professional	\$ 862.50			Benefits
Ascent Wilderness Program, assistant	\$ 604.13	\$ 562.50	\$ 645.75	
Sanborn, Counselor	\$ 262.50			Living
Sanborn, Wrangler	\$ 300.00			Living
Climbing Wall Counselor, WV	\$ 300.00			
AVG	\$ 672.71			
DECIDED WAGE	\$ 850.00			Living, Travel
Background Check	\$ 50.00			
# of Leaders	2			
Leader Salaries	\$ 1,800.00			
Nurse				
School Nurse	\$ 1,209.52	\$ 937.50	\$ 1,481.54	Benefits
Registered Nurse	\$ 1,662.63	\$ 1,515.03	\$ 1,810.24	Benefits
AVG	\$ 1,436.08			
Background Check				
DECIDED WAGE	\$ 1,000.00			Living, Travel, Dinner
Background Check	\$ 50.00			
Loding (\$100 x 9 nights)	\$ 900.00			
# of Nurses	1			
Nurse Salaries	\$ 1,950.00			
Food Preparer	Avg/Hrs			
# of Hours Needed	60			
Food and Beverage - Casino	\$ 1,007.25	\$ 784.27	\$ 1,230.23	Benefits
Pantry Worker	\$ 719.68	\$ 576.98	\$ 862.38	Benefits
AVG	\$ 863.47			
DECIDED WAGE	\$ 850.00			
Background Check	\$ 50.00			
# of Preparers	1			
Preparer Salaries	\$ 900.00			

Appendix N – Fixed Cost Items

		Price/item	# of items	Cost	Source
Purchase (one-time; Capital Eqpt)					
	Water Tanks	\$ 9	8	\$ 72	Wal-Mart
	Binoculars	\$ 15	6	\$ 90	Wal-Mart
	Batteries, AA	\$ 0.53	24	\$ 13	Wal-Mart
	Batteries, AAA	\$ 0.53	10	\$ 5	Wal-Mart
	Batteries, D	\$ 1.38	128	\$ 177	Wal-Mart
	Batteries, C	\$ 1.38	10	\$ 14	Wal-Mart
	Laterns	\$ 20	16	\$ 320	Wal-Mart
	GPS	\$ 90	6	\$ 540	Wal-Mart
	Knives	\$ 10	16	\$ 160	Wal-Mart
	Pad Locks	\$ 2	16	\$ 32	Wal-Mart
	Washers	\$ 40	8	\$ 320	Estimated
	Rope Golf	\$ 40	8	\$ 320	Estimated
	Footballs	\$ 10	4	\$ 40	Wal-Mart
	Badminton/Volleyball	\$ 25	4	\$ 100	Wal-Mart
	Frisbees	\$ 5	4	\$ 20	Wal-Mart
	First Aid Kits (basic, 122 pc)	\$ 10	8	\$ 80	Wal-Mart
	Tarps, 18' x 12'	\$ 20	16	\$ 320	Wal-Mart
	Spare flashlights	\$ 2	2	\$ 4	Wal-Mart
	Lighters	\$ 2	18	\$ 36	Wal-Mart
	Can Openers	\$ 1	8	\$ 8	Wal-Mart
	Stove, 1 burner	\$ 45	8	\$ 360	www.sears.com
	Coolers, 50qt, 6-day Extreme	\$ 60	8	\$ 480	www.coleman.com
	Towels	\$ 4	16	\$ 64	Wal-Mart
	Wash Clothes	\$ 2	16	\$ 24	Wal-Mart
	Freezer	\$ 600	1	\$ 600	www.sears.com
	Dehydrator	\$ 275	1	\$ 275	www.basspro.com
	Cookware, 13 pc	\$ 20	16	\$ 320	Wal-Mart
	Utensils	\$ 1	64	\$ 72	Wal-Mart
	Mess Kits, 5 pc	\$ 14	64	\$ 864	Wal-Mart
	Camp Mirror	\$ 2	16	\$ 32	Wal-Mart
	Tent Peg Mallet	\$ 2	16	\$ 32	Wal-Mart
	TOTAL			\$ 5,793	

Appendix P – Transportation Costs

Bus Travel Rate		
	47 Passenger Bus	\$ 3,546.00
	# of Busses	2
		\$ 7,092.00
Daily Bus Rate		
	Daily Bus Rate	\$ 705.00
	# of Days	8
		\$ 5,640.00
Hotel		
	Hotel Rate	\$ 100.00
	# of Nights	9
		\$ 900.00
Invoice Total		\$ 13,632.00
	Gratuity (10%)	\$ 1,363.20
	Final Total**	\$ 14,995.20

** Costs are based on following email and adjusted with daily rates from BusRates.com estimations and gratuity recommendations.

Re: E-mail Message form Submission
From:

Sent:
To:

Sunset Tours, Inc.
(ron@sunsettoursinc.com)
Tue 10/02/07 5:11 PM
Annette Meyerkord
(tijerina78@hotmail.com)

Annette,

Our quote for 2-47 passenger coaches going from Overland Park to Paris, AR June 20-29, 2008 is \$3,546.00 per coach for a total of \$6,092.00.

This quote is based on picking up in Overland Park and dropping in Paris, AR then returning to Paris on June 29th to return the group to Overland Park. The quote includes round-trip transportation, driver's room, and fuel surcharge.

All of our coaches are equipped with VCR/DVD players so that the group can watch either tapes or DVDs. If you have any questions, please give me a call at 816-356-5557 or by e-mail. Thank you for the opportunity to quote your trip.

Ron Zimmerman
Sunset Tours Inc.
816-356-5557

Annette Meyerkord wrote:

> This e-mail contains data submitted from your E-mail Message form.
> It was submitted by: Annette Meyerkord (tjerina78@hotmail.com)
> It was submitted on: Sunday, September 30, 2007 at 20:53:41
>
> -- Contact Information -----
>
> First Name: Annette
> Last Name: Meyerkord
> Organization:
>
> E-mail: tjerina78@hotmail.com
> Phone: 913-829-5554
> Message: I looking for 2 buses to transport 32 passengers each from Overland Park to
Paris, AR on 6/20/08 to 6/29/08.
> ----->

Appendix Q – Variable Cost Items

Purchase (variable)	Price/item	# of items	Cost	Source
Utility Cord (string)	\$	2	16	\$ 24 Wal-Mart
Duct Tape	\$	3	16	\$ 48 Wal-Mart
Newspaper	\$	-	32	\$ - Wal-Mart
Sunscreen	\$	4	8	\$ 34 Wal-Mart
Insect Repellant	\$	4	8	\$ 34 Wal-Mart
Batteries, AA	\$	1	12	\$ 6 Wal-Mart
Batteries, AAA	\$	1	10	\$ 5 Wal-Mart
Batteries, D	\$	1	40	\$ 55 Wal-Mart
Batteries, C	\$	1	10	\$ 14 Wal-Mart
T-Shirts	\$	5	64	\$ 320 Experience
Patches	\$	5	64	\$ 320 Experience
CD/Postage	\$	2	64	\$ 134 Experience
Cameras/Developing	\$	15	32	\$ 480 Wal-Mart
TOTAL				\$ 1,476
Rent (variable)			# Days	
Tent	\$	24	32	12 \$ 768 KU
Cookware	\$	10	32	12 \$ 320 KU
Stove	\$	22	16	12 \$ 352 KU
Bike	\$	34	10	7 \$ 335 Mount Magazine
Horses	\$	75	10	7 \$ 750 Mount Magazine
TOTAL				\$ 2,525

Appendix R – Cost of Groceries

Source - Wal-Mart during week of October 15, no specials considered

Item	Recipe					Needed		Item Cost		# of Item	Total Cost
	Qty	Total Qty	Units	Yld	Qty/Prsn	Camp Qty	Total Qty	Cost	Srvgs		
Powdered Eggs	1.5	24.0	cup	2	0.8	3.0	48.0	\$ 3.00	12.0	4	\$ 12.00
Powered Egg Whites	2.0	32.0	Tbs	4	0.5	2.0	32.0	\$ 3.00	12.0	3	\$ 9.00
Baking Powder	1.5	24.0	tsp	4	0.4	1.5	24.0	\$ 0.82	59.0	1	\$ 0.82
Baking Soda	0.8	12.0	tsp	4	0.2	0.8	12.0	\$ 0.43	94.0	1	\$ 0.43
Brown Sugar	0.3	4.0	cup	2	0.1	0.5	8.0	\$ 1.26	4.7	2	\$ 2.52
Chocolate Sprinkles	1.0	16.0	Tbs	4	0.3	1.0	16.0	\$ 2.82	25.0	1	\$ 2.82
Chopped Almonds	0.3	5.3	cup	4	0.1	0.3	5.3	\$ 4.82	2.5	3	\$ 14.46
Chopped Pecans	0.3	4.0	cup	2	0.1	0.5	8.0	\$ 3.82	2.0	4	\$ 15.28
Cocoa Powder	6.0	96.0	Tbs	2	3.0	12.0	192.0	\$ 4.32	91.0	3	\$ 12.96
Cornstarch	0.5	8.0	tsp	2	0.3	1.0	16.0	\$ 0.84	168.0	1	\$ 0.84
Flour	2.5	40.0	cup	4	0.6	2.5	40.0	\$ 0.84	18.0	3	\$ 2.52
Granulated Sugar	8.3	132.0	cup	32	0.3	1.0	16.5	\$ 4.22	23.5	1	\$ 4.22
Jell-O Pudding, Instant	6.0	96.0	oz	4	1.5	6.0	96.0	\$ 0.98	6.0	16	\$ 15.68
Jiffy Corn Muffin Mix	8.5	136.0	oz	2	4.3	17.0	272.0	\$ 0.32	8.5	32	\$ 10.24
Marshmallows	24.0	384.0	ea	1	24.0	96.0	1536.0	\$ 1.50	45.0	35	\$ 52.50
Oil	2.3	36.0	tsp	1	2.3	9.0	144.0	\$ 1.84	288.0	1	\$ 1.84
Olive Oil	0.3	4.0	cup	2	0.1	0.5	8.0	\$ 4.62	2.0	4	\$ 18.48
Powdered Buttermilk	5.1	81.6	cup	12	0.4	1.7	27.2	\$ 7.24	13.0	3	\$ 21.72
Powdered Milk	3.9	62.0	cup	6	0.6	2.6	41.3	\$ 7.24	13.0	4	\$ 28.96
Stone-ground Yellow Corn Meal	0.5	8.0	cup	4	0.1	0.5	8.0	\$ 1.78	18.0	1	\$ 1.78
Bread	7.0	112.0	ea	1	7.0	28.0	448.0	\$ 1.24	24.0	19	\$ 23.56
Breadsticks, Hard	2.0	32.0	ea	1	2.0	8.0	128.0	\$ 3.00	9.0	15	\$ 45.00
Onion Bagels, Split	2.0	32.0	ea	2	1.0	4.0	64.0	\$ 2.50	6.0	11	\$ 27.50
Bisquick/Jiffy Btrmlk Biscuits	2.0	32.0	cup	2	1.0	4.0	64.0	\$ 4.88	22.0	3	\$ 14.64
Oatmeal	1.0	16.0	pkg	1	1.0	4.0	64.0	\$ 3.12	10.0	7	\$ 21.84
Pancake Syrup	24.0	384.0	oz	4	6.0	24.0	384.0	\$ 1.28	24.0	16	\$ 20.48
Rolled Oats	6.0	96.0	cup	32	0.2	0.8	12.0	\$ 1.98	15.0	1	\$ 1.98
Chocolate	3.0	48.0	bars	4	0.8	3.0	48.0	\$ 2.50	6.0	8	\$ 20.00
Applesauce	0.5	8.0	cup	1	0.5	2.0	32.0	\$ 1.50	5.5	6	\$ 9.00
Applesauce	1.0	16.0	ea	1	1.0	4.0	64.0	\$ 1.36	6.0	11	\$ 14.96
Beans, canned	1.0	16.0	can	4	0.3	1.0	16.0	\$ 0.96	1.0	16	\$ 15.36
Beef Stew	1.0	16.0	srv	1	1.0	4.0	64.0	\$ 1.73	2.0	32	\$ 55.36
Canned Chicken	30.0	480.0	oz	4	7.5	30.0	480.0	\$ 1.43	5.0	96	\$ 137.28
Chili Beans, canned	2.0	32.0	can	4	0.5	2.0	32.0	\$ 0.88	1.0	32	\$ 28.16
Pineapple, canned	1.0	16.0	srv	1	1.0	4.0	64.0	\$ 1.04	4.0	16	\$ 16.64
Tuna	1.0	16.0	can	2	0.5	2.0	32.0	\$ 2.38	1.0	32	\$ 76.16
Cheese	1.3	21.3	lb	4	0.3	1.3	21.3	\$ 7.67	2.0	11	\$ 84.37
Cheese	1.1	17.6	cup	2	0.6	2.2	35.2	\$ 3.28	4.0	9	\$ 29.52
Cheese, small square slices	12.0	192.0	ea	1	12.0	48.0	768.0	\$ 2.22	48.0	16	\$ 35.52
Parmesan Cheese	54.0	864.0	Tbs	2	27.0	108.0	1728.0	\$ 5.58	60.0	29	\$ 161.82
Sausage	2.0	32.0	srv	1	2.0	8.0	128.0	\$ 4.97	8.0	16	\$ 79.52
Sausage	4.0	64.0	oz	2	2.0	8.0	128.0	\$ 4.97	24.0	6	\$ 29.82

Item	Recipe					Needed		Item Cost		# of Item	Total Cost
	Qty	Total Qty	Units	Yld	Qty/Prsn	Camp Qty	Total Qty	Cost	Srvgs		
Sharp Cheddar Cheese	1.0	16.0	slice	1	1.0	4.0	64.0	\$ 2.22	12.0	6	\$ 13.32
Smoked Ham, Slice	1.0	16.0	slice	1	1.0	4.0	64.0	\$ 2.50	12.0	6	\$ 15.00
String Cheese	1.0	16.0	ea	1	1.0	4.0	64.0	\$ 2.98	12.0	6	\$ 17.88
Chips	1.0	16.0	bag	10	0.1	0.4	6.4	\$ 3.50	1.0	7	\$ 24.50
Gorp	0.5	8.0	cup	1	0.5	2.0	32.0	\$ 4.98	6.0	6	\$ 29.88
Peanuts	0.5	8.0	cup	32	0.0	0.1	1.0	\$ 1.00	1.0	1	\$ 1.00
Pretzels	4.0	64.0	srv	4	1.0	4.0	64.0	\$ 2.00	16.0	4	\$ 8.00
Raisins	0.5	8.0	cup	32	0.0	0.1	1.0	\$ 2.50	4.0	1	\$ 2.50
Butter	80.0	1280.0	Tbs	32	2.5	10.0	160.0	\$ 2.88	32.0	5	\$ 14.40
Egg	1.0	16.0	ea	1	1.0	4.0	64.0	\$ 1.47	12.0	6	\$ 8.82
Juice	8.0	128.0	ea	1	8.0	32.0	512.0	\$ 1.68	10.0	52	\$ 87.36
Margarine/Oil	25.0	400.0	Tbs	12	2.1	8.3	133.3	\$ 0.68	32.0	5	\$ 3.40
Milk	2.0	32.0	ea	1	2.0	8.0	128.0	\$ 1.00	1.0	128	\$ 128.00
Yogurt	1.0	16.0	ea	1	1.0	4.0	64.0	\$ 0.54	1.0	64	\$ 34.56
Hoagie	2.0	32.0	ea	1	2.0	8.0	128.0	\$ 2.98	2.0	64	\$ 190.72
Bacos	0.3	4.0	cup	2	0.1	0.5	8.0	\$ 1.53	1.1	8	\$ 12.24
Kool-Aid	36.0	576.0	oz	1	36.0	144.0	2304.0	\$ 2.28	256.0	9	\$ 20.52
Lemonade mix	0.5	8.0	cup	45	0.0	0.0	0.7	\$ 2.28	2.0	1	\$ 2.28
Nestea with sugar	0.5	8.0	cup	45	0.0	0.0	0.7	\$ 4.38	3.0	1	\$ 4.38
Tang	2.0	32.0	cup	45	0.0	0.2	2.8	\$ 2.88	2.0	2	\$ 5.76
Tea	12.0	192.0	oz	1	12.0	48.0	768.0	\$ 4.38	896.0	1	\$ 4.38
Dried Tortellini	8.0	128.0	oz	2	4.0	16.0	256.0	\$ 4.18	21.0	13	\$ 54.34
Frozen Carrots	8.0	128.0	oz	2	4.0	16.0	256.0	\$ 0.87	16.0	16	\$ 13.92
Frozen Corn	1.0	16.0	cup	2	0.5	2.0	32.0	\$ 3.97	10.0	4	\$ 15.88
Frozen Mixed Berries	16.0	256.0	oz	1.5	10.7	42.7	682.7	\$ 2.94	16.0	43	\$ 126.42
Frozen Mixed Vege	10.0	160.0	oz	20	0.5	2.0	32.0	\$ 1.72	32.0	1	\$ 1.72
Frozen Peas	4.0	64.0	cup	2	2.0	8.0	128.0	\$ 0.87	2.0	64	\$ 55.68
FrznVeges (lima,corn,crts)	32.0	512.0	oz	4	8.0	32.0	512.0	\$ 1.16	16.0	32	\$ 37.12
Sliced Green Beans	5.0	80.0	oz	2	2.5	10.0	160.0	\$ 0.87	16.0	10	\$ 8.70
Apple	4.0	64.0	ea	1	4.0	16.0	256.0	\$ 0.43	1.0	256	\$ 110.08
Banana	3.0	48.0	ea	1	3.0	12.0	192.0	\$ 0.18	1.0	192	\$ 34.56
Bell Pepper	7.0	112.0	ea	6	1.2	4.7	74.7	\$ 0.88	1.0	75	\$ 66.00
Carrots	1.0	16.0	ea	1	1.0	4.0	64.0	\$ 0.76	7.0	10	\$ 7.60
Celery	2.0	32.0	stk	1	2.0	8.0	128.0	\$ 1.36	7.0	19	\$ 25.84
Dried Onion	2.0	32.0	oz	2	1.0	4.0	64.0	\$ 2.08	16.0	4	\$ 8.32
Fresh Mushrooms	12.0	192.0	oz	2	6.0	24.0	384.0	\$ 2.54	16.0	24	\$ 60.96
Onions	11.0	176.0	lb	20	0.6	2.2	35.2	\$ 1.04	16.0	3	\$ 3.12
Orange	2.0	32.0	ea	1	2.0	8.0	128.0	\$ 0.48	1.0	128	\$ 61.44
Potato	1.0	16.0	ea	1	1.0	4.0	64.0	\$ 1.48	15.0	5	\$ 7.40
Roma Tomatoes	8.5	136.0	lb	20	0.4	1.7	27.2	\$ 1.68	1.0	28	\$ 47.04
Strawberries	6.0	96.0	ea	1	6.0	24.0	384.0	\$ 2.98	20.0	20	\$ 59.60
Couscous	0.5	8.0	cup	4	0.1	0.5	8.0	\$ 4.00	2.0	4	\$ 16.00
Dehydrated Apple	0.3	4.0	cup	4	0.1	0.3	4.0	\$ 3.88	0.8	6	\$ 23.28
Dried Banana Chips	1.0	16.0	cup	1.5	0.7	2.7	42.7	\$ 3.88	0.8	57	\$ 221.16
Jerky	3.0	48.0	srv	1	3.0	12.0	192.0	\$ 5.74	8.0	24	\$ 137.76
Pitas	2.0	32.0	ea	1	2.0	8.0	128.0	\$ 3.00	12.0	11	\$ 33.00

Item	Recipe					Needed		Item Cost		# of Item	Total Cost
	Qty	Total Qty	Units	Yld	Qty/ Prsn	Camp Qty	Total Qty	Cost	Srvgs		
Sun-dried Tomatoes	9.0	144.0	ea	2	4.5	18.0	288.0	\$ 3.00	16.0	18	\$ 54.00
TVP (Textured Vege Pro	0.8	12.0	cup	2	0.4	1.5	24.0	\$ 1.55	2.0	12	\$ 18.60
Vege-Sal	2.0	32.0	Tbs	20	0.1	0.4	6.4	\$ 6.95	10.0	1	\$ 6.95
Ground Beef	3.0	48.0	lb	4	0.8	3.0	48.0	\$ 2.96	1.0	48	\$ 142.08
Taco Seasoning	1.0	16.0	pkg	2	0.5	2.0	32.0	\$ 0.33	1.0	32	\$ 10.56
Tortilla	4.0	64.0	ea	2	2.0	8.0	128.0	\$ 2.18	20.0	7	\$ 15.26
Ragu Pizza Sauce	5.0	80.0	oz	1	5.0	20.0	320.0	\$ 0.88	14.0	23	\$ 20.24
Brown Rice, Instant	11.0	176.0	cup	4	2.8	11.0	176.0	\$ 1.24	4.5	40	\$ 49.60
Macaroni Noodles	6.0	96.0	oz	2	3.0	12.0	192.0	\$ 1.12	32.0	6	\$ 6.72
Potato Pearls	2.0	32.0	cup	4	0.5	2.0	32.0	\$ 2.32	14.0	3	\$ 6.96
Ramen Noodle	1.0	16.0	pkg	2	0.5	2.0	32.0	\$ 0.14	1.0	32	\$ 4.48
Spaghetti	6.0	96.0	oz	2	3.0	12.0	192.0	\$ 1.68	48.0	4	\$ 6.72
Spaghetti Sauce	28.0	448.0	oz	2	14.0	56.0	896.0	\$ 3.36	66.0	14	\$ 47.04
Animal Crackers	1.0	16.0	bag	4	0.3	1.0	16.0	\$ 0.98	1.0	16	\$ 15.68
Blueberries, Dried	0.5	8.0	cup	4	0.1	0.5	8.0	\$ 3.88	0.8	11	\$ 42.68
Fruit Newtons (Nutri-Gra	18.0	288.0	ea	1	18.0	72.0	1152.0	\$ 2.77	8.0	144	\$ 398.88
Fruit Roll-up	2.0	32.0	ea	1	2.0	8.0	128.0	\$ 1.98	10.0	13	\$ 25.74
Graham Crackers	26.0	416.0	ea	2	13.0	52.0	832.0	\$ 1.18	26.0	32	\$ 37.76
Granola Bar	3.0	48.0	ea	1	3.0	12.0	192.0	\$ 3.56	18.0	11	\$ 39.16
Oreos	8.0	128.0	ea	4	2.0	8.0	128.0	\$ 2.77	45.0	3	\$ 8.31
Oyster Crackers	1.0	16.0	srv	1	1.0	4.0	64.0	\$ 1.18	19.0	4	\$ 4.72
Popcorn	1.0	16.0	jar	4	0.3	1.0	16.0	\$ 3.47	1.0	16	\$ 55.52
PopTarts	2.0	32.0	ea	1	2.0	8.0	128.0	\$ 2.38	12.0	11	\$ 26.18
Wheat Thins	18.0	288.0	ea	1	18.0	72.0	1152.0	\$ 2.98	240.0	5	\$ 14.90
Bean and Barley Mix	5.0	80.0	lb	20	0.3	1.0	16.0	\$ 1.50	2.0	8	\$ 12.00
Broth Packets	4.0	64.0	pkg	4	1.0	4.0	64.0	\$ 1.00	2.0	32	\$ 32.00
Chicken Boullon Cubes	2.0	32.0	ea	2	1.0	4.0	64.0	\$ 1.74	25.0	3	\$ 5.22
Dried Onion Soup Mix	2.0	32.0	pkg	4	0.5	2.0	32.0	\$ 0.72	2.0	16	\$ 11.52
Knorr Tomato/Basil Soup	1.0	16.0	pkg	2	0.5	2.0	32.0	\$ 1.50	2.0	16	\$ 24.00
Lipton Beefy Onion Soup	1.0	16.0	ea	2	0.5	2.0	32.0	\$ 1.28	2.0	16	\$ 20.48
Ramen Season Packets	10.0	160.0	pkg	20	0.5	2.0	32.0	\$ 0.14	1.0	32	\$ 4.48
Schilling Pesto Sauce Mi	0.5	8.0	oz	2	0.3	1.0	16.0	\$ 1.50	2.0	8	\$ 12.00
Vege Bullion Cube	1.0	16.0	ea	2	0.5	2.0	32.0	\$ 2.50	24.0	2	\$ 5.00
Bay Leaves	2.0	32.0	ea	2	1.0	4.0	64.0	\$ 1.64	20.0	4	\$ 6.56
Chili Powder	3.5	56.0	tsp	4	0.9	3.5	56.0	\$ 1.98	16.0	4	\$ 7.92
Oregano	0.8	12.0	tsp	2	0.4	1.5	24.0	\$ 1.98	16.0	2	\$ 3.96
Thyme	0.5	8.0	tsp	2	0.3	1.0	16.0	\$ 2.74	6.0	3	\$ 8.22
Garlic Powder	51.0	816.0	tsp	20	2.6	10.2	163.2	\$ 0.50	16.0	11	\$ 5.50
Cayenne	0.1	2.0	tsp	4	0.0	0.1	2.0	\$ 3.34	12.0	1	\$ 3.34
Cinnamon	6.5	104.0	tsp	45	0.1	0.6	9.2	\$ 0.50	16.0	1	\$ 0.50
Cloves	0.5	8.0	tsp	45	0.0	0.0	0.7	\$ 3.98	6.0	1	\$ 3.98
Cumin	0.3	4.0	tsp	2	0.1	0.5	8.0	\$ 2.88	8.0	1	\$ 2.88
Instant Minced Garlic	0.5	8.0	tsp	2	0.3	1.0	16.0	\$ 1.98	16.0	1	\$ 1.98
Paprika	1.5	24.0	tsp	2	0.8	3.0	48.0	\$ 1.18	16.0	3	\$ 3.54
Pepper	2.5	40.0	tsp	4	0.6	2.5	40.0	\$ 3.12	40.0	1	\$ 3.12
Salt	2.0	32.0	tsp	4	0.5	2.0	32.0	\$ 2.16	32.0	1	\$ 2.16

	Recipe					Needed		Item Cost			
Item	Qty	Total Qty	Units	Yld	Qty/Prsn	Camp Qty	Total Qty	Cost	Srvgs	# of Item	Total Cost
Tumeric	0.1	2.0	tsp	2	0.1	0.3	4.0	\$ 2.16	6.0	1	\$ 2.16
Honey	0.7	10.6	cup	32	0.0	0.1	1.3	\$ 2.28	1.5	1	\$ 2.28
Jelly, Grape	2.0	32.0	Tbs	1	2.0	8.0	128.0	\$ 2.08	16.0	8	\$ 16.64
Mayo, packets	4.0	64.0	pkt	2	2.0	8.0	128.0	\$ 5.00	50.0	3	\$ 15.00
Peanut Butter	4.0	64.0	Tbs	1	4.0	16.0	256.0	\$ 6.44	140.0	2	\$ 12.88

\$ 4,331.46

Appendix S – SWOT Analysis of Camp Type

Multi-Location Camp

Strengths	Weaknesses
<ul style="list-style-type: none"> • Variety of destinations • Variety of activities • Less maintenance • Small capital investments to enter market 	<ul style="list-style-type: none"> • More planning due to numerous destinations/activities • Few/no assets • Liability of transportation issues • Likelihood for new staff each for each trip
Opportunities	Threats
<ul style="list-style-type: none"> • Build partnerships • Create exchange programs with other camps 	<ul style="list-style-type: none"> • Unexpected events due to unfamiliar territories, policies, or costs • Interested customers plan own trip based instead

Single-Location Camp

Strengths	Weaknesses
<ul style="list-style-type: none"> • Expert of land/activities • Same staff each year is probable • Contained audience, not responsible for transportation • Assets of land and equipment 	<ul style="list-style-type: none"> • Maintenance of camp and equipment • Limited landscape/opportunities • Large capital investment to enter market
Opportunities	Threats
<ul style="list-style-type: none"> • Expansion of land/activities • Purchase annex site for additional land/activities 	<ul style="list-style-type: none"> • Natural occurrences (flood, fire, storm damage, etc.) destroys planned activities and assets • City expansion crowds outdoor appeal

Appendix T – SWOT Analysis of Competitors

Camp Ozark

Mt. Ida, AR

http://www.campoark.com/info/index.php?pub_id=87

Strengths	Weaknesses
<ul style="list-style-type: none"> • 59 years experience • Repeat customers • Length of camp – 1 week to 3 weeks • Age range – 7 – 18 years old • Activity Variety • Thousands of acres in National Forest land • Well established facilities • Religious affiliation • Available for Group/Conference rentals 	<ul style="list-style-type: none"> • Religious affiliation
Opportunities	Threats
<ul style="list-style-type: none"> • Unknown 	<ul style="list-style-type: none"> • Unknown

Kanakuk Kamp

Branson, MO

<http://www.kanakuk.com/>

Strengths	Weaknesses
<ul style="list-style-type: none"> • 82 years experience • Repeat customers • Length of camp – 1 week to 3.5 weeks • Age range – 7 – 18 years old • Activity Variety • Child-parent weekend retreats • Religious affiliation 	<ul style="list-style-type: none"> • Religious affiliation
Opportunities	Threats
<ul style="list-style-type: none"> • Collaborations with other camps 	<ul style="list-style-type: none"> • Unknown

Sanborn Western Camps

Florissant, CO

<http://www.sanbornwesterncamps.com/>

Strengths	Weaknesses
<ul style="list-style-type: none">• 60 years experience• Repeat customers• Length of camp – 2 weeks to 1 month• Age range – 9 – 16 years old• Activity Variety and scenery in one location• Several camp locations• Midday individual time• Individuals select afternoon activity• Mini-trips, 2-5 day adventures	<ul style="list-style-type: none">• Unknown
Opportunities	Threats
<ul style="list-style-type: none">• Collaborations with other camps	<ul style="list-style-type: none">• Unknown

Camp Birchwood on Steamboat Lake

Laporte, MN

<http://www.campbirchwood.com/>

Strengths	Weaknesses
<ul style="list-style-type: none">• 50 years experience• Repeat customers• Length of camp – 1 week to 4 weeks• Age range – 7 to 17 years old• Activity Variety• Individuals select each activity• Family owned and operated• Food options are plentiful	<ul style="list-style-type: none">• Unknown
Opportunities	Threats
<ul style="list-style-type: none">• Boys Camp• More extreme/specialized activities	<ul style="list-style-type: none">• Unknown

Wilderness Ventures

Various Locations

http://www.wildernessventures.com/wilderness_camp/references.php

Strengths	Weaknesses
<ul style="list-style-type: none">• 34 years experience• Repeat customers/reputation• Length of camp – 14 days to 6 weeks• Age range – 13 to 20 years old• Activity variety• Destinations – Statewide plus Alaska and Hawaii, International locations• Family owned and operated• Low student-to-staff ratio• Extensive federal permits allows more convenient transportation and sight availability• Time allotted for individual activities• Spontaneous• Community Service Expeditions	<ul style="list-style-type: none">• No accommodations for diet restrictions
Opportunities	Threats
<ul style="list-style-type: none">• Specialized Groups• Consulting• Collaborations with other camps	<ul style="list-style-type: none">• Stricter Federal regulations

Alpine Camp for Boys
Mentone, AL
<http://www.alpinecamp.com/>

Strengths	Weaknesses
<ul style="list-style-type: none"> • 50 years experience • Repeat customers • Trained and certified instructors • Length of camp – 11 days to 4 weeks • Age Range – Grades 1 – 9 • Activity variety and scenery in one location • 5:1 or 4:1 participant-to-counselor ratio • Religious affiliation 	<ul style="list-style-type: none"> • Religious affiliation
Opportunities	Threats
<ul style="list-style-type: none"> • Girls camp 	<ul style="list-style-type: none"> • Unknown